



County of Los Angeles
CHIEF ADMINISTRATIVE OFFICE

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012
(213) 974-1101
<http://cao.co.la.ca.us>

DAVID E. JANSSEN
Chief Administrative Officer

March 19, 2004

To: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Yvonne Brathwaite Burke
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

From: David E. Janssen
Chief Administrative Officer

Board of Supervisors
GLORIA MOLINA
First District

YVONNE BRATHWAITE BURKE
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

REQUEST TO APPOINT IRENE REZENDEZ TO THE POSITION OF CHIEF NURSING OFFICER III AT LAC+USC HEALTH CARE NETWORK

Consistent with the Board's August 4, 1998 and December 5, 2000 actions on management appointments, the Department of Health Services (DHS) requests authority to appoint Irene Recendez to the position of Chief Nursing Officer III (CNO III) at LAC+USC Health Care Network (LAC+USC) at a salary of \$11,333.33 per month or \$136,000 annually. This requested salary increase is approximately 28 percent and places Ms. Recendez in the second quartile of the salary range (R-16). Sufficient funding is available within the Department's 2003-04 Adopted Budget.

The Department indicates that Ms. Recendez has served in this capacity since April 2003, where she has directed 24-hour nursing services at LAC+USC, the Department's largest Medical Center and Network, including subsidiary comprehensive Health Centers and affiliated clinics, with direct or ancillary responsibility for over 2,500 full-time equivalent subordinate positions and 745 budgeted beds. Her duties include the review of day to day nursing activities and reports of nursing support activities; coordination, justification and monitoring of budget and manpower requests for all LAC+USC nursing services; establishing and monitoring performance of overall goals, objectives, policies and standards for nursing services; administering general personnel management matters and actions, including appointment of designated unit heads or other senior nursing positions; directing the provision of appropriate continuing education for all categories of staff; and recommending appropriate action to meet existing needs and resolve specific problems.

Each Supervisor
March 19, 2004
Page 2

Further, Ms. Recendez participates as a member of the LAC+USC executive management team and participates in strategic planning for the entire organization, with specific responsibility for strategic planning for the Department of Nursing. She is responsible for ensuring adherence to licensure and regulatory standards; actively participates in local and national organizations to represent the facility; confers regularly with appropriate health professionals to review current operations; directs the establishment of long- and short-term goals, objectives and priorities, and interprets and communicates organizational policies, procedures and priorities internally and to various agencies in the community.

Ms. Recendez has over 20 years of experience in diverse management and nursing management settings, including the LAC+USC Medical Center and Comprehensive Health Centers, as well as private non-profit clinics. She has experience in the implementation of Medi-Cal itemized billing for comprehensive perinatal services and drug and alcohol programs. She holds a Master of Business Administration degree, Health Care Management (MBA/HCM), a Bachelor of Science degree in Nursing, and she is a Licensed Registered Nurse Practitioner. The Department believes the requested salary is commensurate with the scope of responsibilities of the CNO III position at LAC+USC, the comparable size of the LAC+USC Network compared to other hospital clusters, and Ms. Recendez's qualifications, experience and special knowledge, skills and expertise.

Based on the above, we concur with the Department's request to appoint Ms. Recendez to the position of Chief Nursing Officer III, at an annual salary of \$136,000.

In accordance with the policy on managerial appointments, unless we hear otherwise from your offices by March 26, 2004, we will notify Mr. Leaf that he is authorized to proceed with the appointment, effective March 29, 2004.

Please let me know if you have any questions about this appointment, or your staff may contact Sheila Shima of this office at (213) 974-1160.

DEJ:DL
SAS:bjs

Attachments

c: Executive Officer, Board of Supervisors
Director, Department of Health Services
Director of Personnel

ATTACHMENT I

Pertinent Information for Irene Recendez, R.N.

The Chief Nursing Officer III, Item Number 5309A, position in the LAC/USC Healthcare Network is fully funded.

- ☐ **Attach an Organizational Chart Highlighting the position. Describe where the position fits into the management organizational structure.**

Attachment II

This position is in LAC/USC Healthcare Network-Nursing Administration. This position reports directly to Pete Delgado, Chief Executive Officer. Ms. Recendez will have managerial responsibility for the entire nursing services at LAC/USC Healthcare Network.

- ☐ **Indicate current salary of the individual for whom the request is being submitted.**

Attachment III

Irene Recendez, R.N., is currently a Clinical Nursing Director I, Item Number 5298A, Salary Range 11, \$106,092.80 annually (\$8,841.00 monthly). The proposed salary for the Chief Nursing Officer III, Item Number 5309A, is \$136,000.00 annually (\$11,333.33 monthly) which will place Ms. Recendez in the Second Quartile for Salary Range 16.

- ☐ **Provide a listing of equivalent positions within the organization.**

Attachment IV

Attached is a listing of equivalent positions within the Department as well as a listing of Nursing Director position at other facilities.

- ☐ **Identify the highest paid subordinate reporting to this position.**

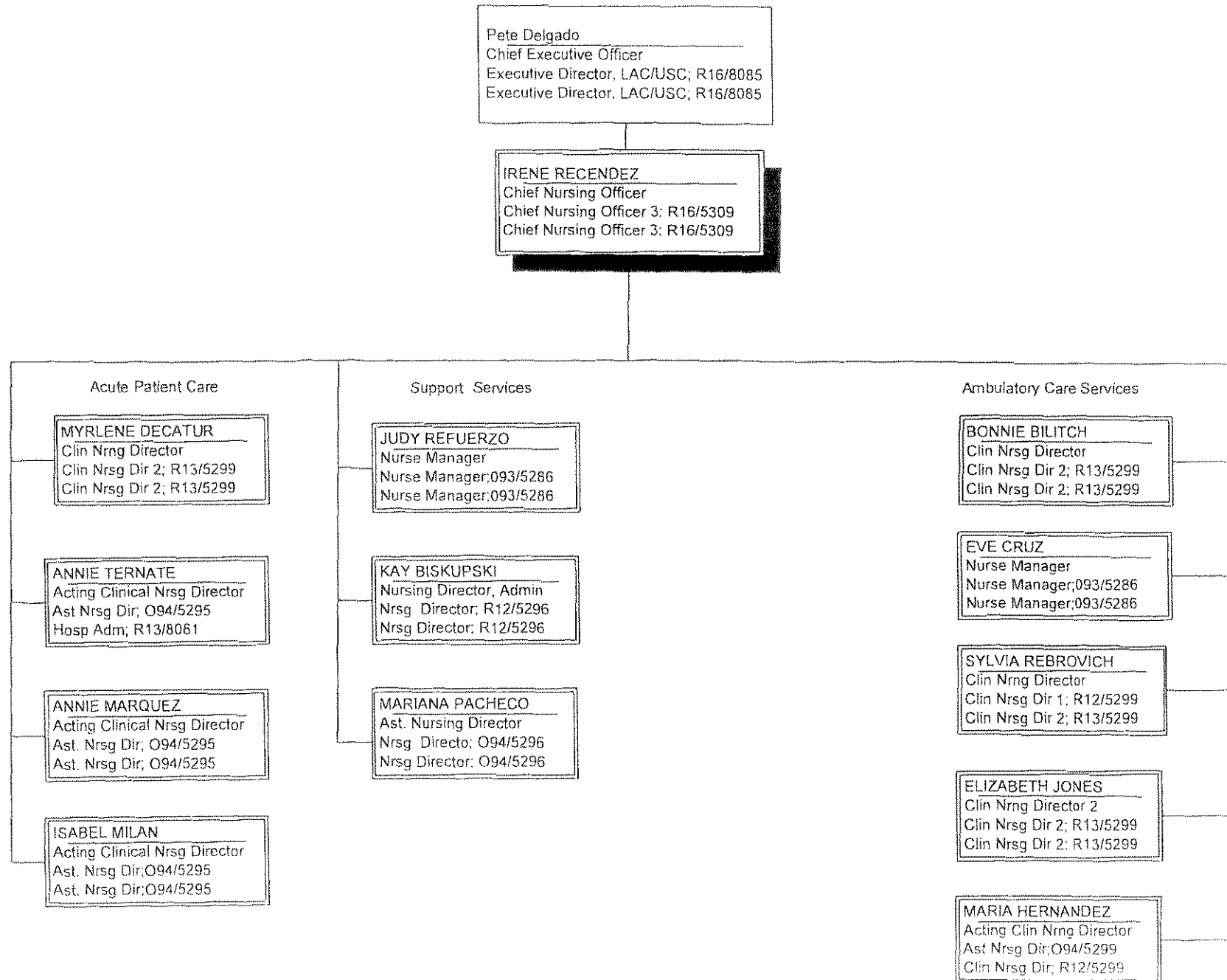
Attachment V

- ☐ **Identify the management position above the position being requested.**

Pete Delgado, Chief Executive Director, LAC/USC, Item Number 8085A, Salary Range 16, \$209,288.00 annually (\$17,436.50 monthly).

ATTACHMENT II

Nursing Administration
Organizational Chart



ATTACHMENT III

Irene Recendez

Summary of Qualifications

Professional health care administrator with 20 years of experience in diverse management and nursing management settings, including the LAC/USC Medical Center with 745 budgeted beds, ambulatory care at the Los Angeles County's Comprehensive Health Centers and health centers as well as private non-profit clinics. Experience in the implementation of Medi-Cal itemized billing for Comprehensive Perinatal Services and Drug and Alcohol programs. Experience in the review and selection process for program proposals. Strengths include:

Process improvement	Customer Service
Request for proposal process	Language interpretation
Billing	Contract Monitoring
Program development and Implementation	Communication

EDUCATION

University of Phoenix, Masters in Health Care Management - May 2003
LAC/UCLA Medical Center - Women's Health Care Nurse Practitioner course - April 1986
CSULA, Bachelor of Science in Nursing, March 1975

PROFESSIONAL LICENSE

Registered Nurse Practitioner, State of California, #RN 262507, Expires 2/29/04

EXPERIENCE

DEPARTMENT OF HEALTH SERVICES, PERSONAL HEALTH SERVICES

LAC+USC Medical Center.....4/16/03 - present
Acting Chief Nursing Officer –Provided 24 hour direction of the nursing service for 745 beds and 2700 employees. Established and monitored overall goals, objectives, and standards for the nursing service. Ensured compliance with licensure and regulatory standards. Coordinated and submitted budget to meet AB 394 staffing ratios. Monitored performance against approved budget. Participated in strategic planning for the organization and the nursing department. Member of the DHS Cultural & Linguistic Competency Standards Workgroup. Provided general direction for in-service education programs and training programs. Conferred and collaborated regularly with the multidisciplinary management team members to review operations and make recommendations. Interpreted and communicated organizational policies, procedures, and priorities internally and to the corporate office.

DEPARTMENT OF HEALTH SERVICES, PERSONAL HEALTH SERVICES

LAC+USC Medical Center.....4/00 - present
Clinical Nursing Director I, Medical/Surgical Services –Provided 24 hour direction of the nursing service. Implemented the reorganization of Medical/Surgical Services. Established and monitored overall goals, objectives, and standards for the nursing service. Ensured compliance with licensure and regulatory standards. Participated in strategic planning for the organization and the nursing department. Managed the administrative physician support and nursing service for 435 beds and ~~2200~~ employees. Implemented 24-hour dialysis service, and 24-hour GI service. Provided administrative support to general internal medicine, specialty medicine, general surgery and specialty surgery physicians. Co-chaired the Patient Assessment CFG. Member of the DHS Cultural & Linguistic Competency Standards Workgroup. Passed JCAHO Accreditation with the highest score in history of the facility.

DEPARTMENT OF HEALTH SERVICES, PUBLIC HEALTH PROGRAMS AND SERVICES

Roybal Comprehensive Health Center.....11/91 - 4/00

Clinical Nursing Director I - Developed, planned and implemented the Center's nursing programs and services. Implemented the Courage to Change process innovation that decreased clinic-waiting time to 60 minutes. Implemented outpatient anticoagulation service. Planned and coordinated the transfer of various specialty services from the LAC+USC Medical Center's Outpatient department. Directed the preparation of budget for the facility. Co-chaired the DHS Ambulatory Care redesign committee. Participated in the review, selection, and negotiation of the contracts for 1115 Waiver to private contractors. Coordinated the transfer of the Northeast Health Center to a private provider. Monitored the contract to ensure compliance.

Alcohol and Drug Program Administration.....11/90-11/91

Project Director I - Special Projects Section - Coordinated, monitored and evaluated services provided by the State Perinatal Pilot Projects as well as other women's programs in Los Angeles County. Ensured compliance with State Maternal Child Health, Alcohol and Drug Programs and Department of Social Services standards. Developed proposals and budgets for new programs. Participated in the request for proposals process for various programs.

JOHN WESLEY COMMUNITY HEALTH INSTITUTE, LOS ANGELES

Prenatal Enhancement Program..... 03/89-10/31/90

Program Manager - Directed the services provided to high risk pregnant women at the H. Claude Hudson Comprehensive Health Center. Ensured compliance with Maternal Child Health standards and facility policies and procedures. Direct supervision of multi disciplinary professional staff. Planned, organized, and evaluated interdisciplinary services. Implemented Comprehensive Perinatal Services Program policies and procedures and itemized billing system for services provided. Developed and managed program budget. Maintained quality assurance program to evaluate the quality of care. Prepared formal responses to the State and County Offices. Collaborated with other facility services to ensure coordinated care. Developed contract and grant applications.

Family Planning Program.....05/87-03/89

Nurse Practitioner/Clinical Supervisor – Directed Family Planning Clinical services in the four LA County Comprehensive Health Centers. Direct supervision of Nurse Practitioner staff and other nursing staff. Collaborated with other facility services to ensure coordinated care. Maintained quality assurance program. Performed community outreach activities. Represented the Institute on various community committees.

Prenatal Enhancement Program.....04/85-12/85

Nursing Care Specialist (PHN) - Coordinated the screening, assessment, planning, and implementation for comprehensive prenatal services. Participated in protocol development for the medical, health education, psychosocial and nutrition components of the program. Assisted with the recruitment and hiring of staff.

ARROYO VISTA FAMILY HEALTH CENTER, LOS ANGELES

Arroyo Vista Home Health Agency.....11/83-04/85

Director of Nursing/Administrator - Developed and implemented home health services. Developed and monitored policies and procedures for the provision of care. Planned, developed, and implemented a Homemaker/Home Health Aide Training program. Assisted with preparation of the budget and accounting system. Maintained liaison with the governing body and professional advisory groups. Monitored Medi-Cal billing procedures. Managed program budget.

Community Outreach Program.....09/80-11/83.

Director of Training - Planned and developed policies and procedures for the provision of health education to the Northeast Los Angeles Community. Planned and implemented patient health education classes in the clinic and community. Assisted the Director of Community Services with the overall administration. Supervised five Community Health Workers.

DEPARTMENT OF HEALTH SERVICES, PUBLIC HEALTH PROGRAMS AND SERVICES

Northeast Health Center.....1976-09/80

Public Health Nursing Supervisor - Directed the provision of ambulatory care in Prenatal, Family Planning and S.T.D. Services. Participated in various community outreach activities.

LAC/USC MEDICAL CENTER.....05/75-10/75

Staff Nurse - Medical unit coordination of team nursing care for acute patients.

The Trustees of the California State University and Colleges

on recommendation of the faculty of

California State University, Los Angeles

have conferred upon

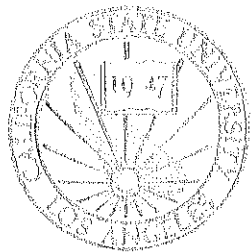
Irene Recendez

the degree of

Bachelor of Science in Nursing

with all the rights and privileges pertaining thereto

Given at Los Angeles on the twenty-second day of March, nineteen hundred and seventy-five



Edmund G. Brown
Governor and President
of the Trustees

Shirley S. Shreve
Chancellor

Robert A. Hornby
Chairman
Board of Trustees

Ja Greenlee
President of the University



University of Phoenix

*Upon the recommendation of the Faculty,
University of Phoenix does hereby confer upon*

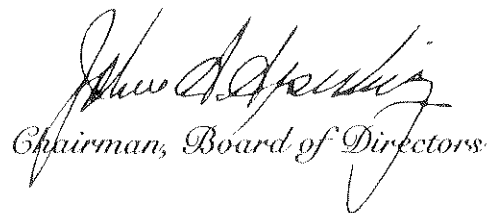
Irene Recendez

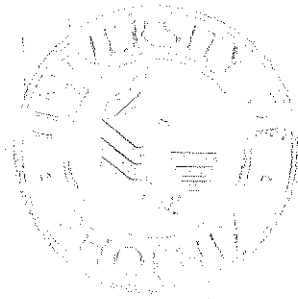
The Degree of

Master of Business Administration
Health Care Management

with all the rights, honors and privileges thereunto appertaining.

*In witness whereof, the seal of the University and the signatures as authorized
by the Board of Directors, University of Phoenix, are hereunto affixed,
this thirty-first day of May, in the year two thousand three.*


Chairman, Board of Directors




President

Date: 12/31/2003

**LOS ANGELES COUNTY - DEPARTMENT OF HEALTH SERVICES
OFFICE OF HUMAN RESOURCES
SALARY (RANGE 16) EMPLOYEES**

Dept. No.	Emp. No.	Name	Item No.	Sub	Payroll Title	Range No.	Employee's Current Monthly Salary	Employee's Annual Salary
110		LOPEZ JR, ARMANDO	4570	A	DEPUTY DIRECTOR, HEALTH SERVICES	R16	\$11,629.83	\$139,557.96
160		EAVES, KATHERINE	5309	A	CHIEF NURSING OFFICER III	R16	\$11,742.83	\$140,913.96
160		DELGADO, PETE	8085	A	EXEC DIR, LAC/USC MEDICAL CENTER (UC)	R16	\$17,436.50	\$209,238.00

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ATTACHMENT IV

Date: 12/31/2003

**LOS ANGELES COUNTY - DEPARTMENT OF HEALTH SERVICES
OFFICE OF HUMAN RESOURCES**

Dept. No.	Emp. No.	Name	Item No.	Sub	Payroll Title	Range No.	Employee's Current Monthly Salary	Employee's Annual Salary
130		BRAMAN, KATHLEEN	5299	A	CLINICAL NURSING DIRECTOR II	R13	\$9,135.42	\$109,625.04
160		BILITCH, BONNIE	5299	A	CLINICAL NURSING DIRECTOR II	R13	\$10,116.75	\$121,401.00
160		DECATUR, MYRLENE	5299	A	CLINICAL NURSING DIRECTOR II	R13	\$8,492.58	\$101,910.96
161		JONES, ELIZABETH	5299	A	CLINICAL NURSING DIRECTOR II	R13	\$10,098.58	\$121,182.96
200		MIURA, JEANETTE	5299	A	CLINICAL NURSING DIRECTOR II	R13	\$10,116.75	\$121,401.00
200		SILER, PAULA	5299	A	CLINICAL NURSING DIRECTOR II	R13	\$10,116.75	\$121,401.00
225		KNIGHT, LOVENE	5299	A	CLINICAL NURSING DIRECTOR II	R13	\$10,377.83	\$124,533.96
240		WASSON, LEILA	5299	A	CLINICAL NURSING DIRECTOR II	R13	\$10,000.08	\$120,000.96
240		BERTULFO, AURORA	5299	F	CLINICAL NURSING DIRECTOR II	R13	\$42.20	\$506.40
240		FLETCHER, BARBARA	5299	F	CLINICAL NURSING DIRECTOR II	R13	\$41.79	\$501.52
241		ARNWINE, SHARON	5299	A	CLINICAL NURSING DIRECTOR II	R13	\$9,417.83	\$113,013.96
260		MC COLLIN, ALLISON	5299	A	CLINICAL NURSING DIRECTOR II	R13	\$8,859.92	\$106,319.04
260		SANTIESTEBAN, OLGA	5299	A	CLINICAL NURSING DIRECTOR II	R13	\$10,273.00	\$123,276.00
290		MUNOZ, RUTH	5299	A	CLINICAL NURSING DIRECTOR II	R13	\$8,958.08	\$107,496.96
295		CARR, SUSAN	5299	F	CLINICAL NURSING DIRECTOR II	R13	\$41.79	\$501.44

ATTACHMENT V

Budget Monitor

Department 160

DEPARTMENT OF LAC+USC MEDICAL CENTER

BUDGET CODE: 87-23

Bud Item	Sub	Classification	Ord Pos	Bud Pos	Adj Pos	Filled Pos	Open Pos	Name	Emp#	Assn Item	Sub	Assign Code	Payroll Title	FTE	ACT	Cost Ctr.	Fund Code	Comments
2214	A	INT TYPIST CLK	0.00	0.00	0.00	2.00	-2.00	Kazaryan, Susanna		1138	A	87-23	INT CLERK	1.00	FD	8723	61500	
2214	A	INT TYPIST CLK	0.00	0.00	0.00	2.00	-2.00	Weatherford, Mildred		2214	A	87-23	INT TYPIST CLK	1.00	OH	8723	61500	
4976	A	LAB ASSIST	0.00	0.00	0.00	1.00	-1.00	Ocampo, Charito		4976	A	87-23	LAB ASSIST	1.00		8723	61500	
5286	A	NURSE MANAGER	0.00	0.00	0.00	1.00	-1.00	Murray, Effie		5286	A	87-23	NURSE MANAGER	1.00	FS	8723	61500	
5295	A	AST NRSG DIR/AD	0.00	0.00	0.00	1.00	-1.00	Pacheco, Mariana		5295	A	87-23	AST NRSG DIR/AD	1.00	FS	8723	61500	
5335	A	STAFF NURSE	0.00	0.00	0.00	2.00	-2.00	Nava, Maria		5335	A	87-23	STAFF NURSE	1.00		8723	61500	
5335	A	STAFF NURSE	0.00	0.00	0.00	2.00	-2.00	Russell, Olive		5335	A	87-23	STAFF NURSE	1.00		8723	61500	
5338	A	SPRV STF NRS I	0.00	0.00	0.00	2.00	-2.00	Cabison, Gloria		5338	A	87-23	NRSG CARE SPECI	1.00		8723	61500	
5338	A	SPRV STF NRS I	0.00	0.00	0.00	2.00	-2.00	Mitchell, Youlanda		5338	A	87-23	SPRV STF NRS I	1.00		8723	61500	
5353	A	NRSG SPEC II	0.00	0.00	0.00	4.00	-4.00	Carter, Jackie		5353	A	87-23	NRSG SPEC II	1.00		8723	61500	
5353	A	NRSG SPEC II	0.00	0.00	0.00	4.00	-4.00	Fujii, Jeanne		5353	A	87-23	NRSG CARE SPECI	1.00		8723	61500	
5353	A	NRSG SPEC II	0.00	0.00	0.00	4.00	-4.00	Mcginis, Consuelo		5353	A	87-23	NRSG SPEC II	1.00		8723	61500	
5353	A	NRSG SPEC II	0.00	0.00	0.00	4.00	-4.00	Thomson, Evangeline		5353	A	87-23	NRSG SPEC II	1.00		8723	61500	
5357	A	CLIN NRS SPEC	0.00	0.00	0.00	1.00	-1.00	Herman, Robin		5357	A	87-23	CLIN NRS SPEC	1.00		8723	61500	